A Work Project, presented as part of the requirements for the Award of a Masters Degree in Management from the NOVA – School of Business and Economics.

P&G

The Future of Shopping - New Sales and Marketing Strategies for Gillette to Grow Market Penetration Among Men in 2030

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31/08/2016

Abstract

The work project follows the CEMS business project "The Future of Shopping - New Sales and Marketing Strategies for Gillette to Grow Market Penetration Among Men in 2030". In order to provide P&G with useful and applicable strategy, Gillette past sales data, future trends and consumer insights were analysed. Based on those insights, four segments with differing needs and sales objectives were identified. Consequently, four different marketing strategy to target the segments defined were developed to grow market penetration in Germany in 2030. Furthermore, some insight about how organization can segment their consumer's base were discussed.

Keywords: Marketing Strategies; Fast-Moving Consumer Goods (FMCG); Future trends; Consumer Segmentation

Agenda

1. Brief Context

1.1 Client

Procter & Gamble

Procter & Gamble (P&G) is an American multinational consumer good company producing cleaning agents and personal care products. It owns 65 brands, divided among 4 different sectors: beauty care, family care, home care and health & grooming. In 2015, P&G could benefit from US$ 76.27 billion in revenues. It operates in six different geographical areas, North America, South America, Europe, Pacific Asia, Great China, IMEA (India, Middle East and Africa).

Gillette

Gillette is a brand of men's razors, blades and other shaving products as shaving creams, gels, and foams, as well as skin care and aftershave products. It is owned by P&G, it operates worldwide and it is the market leader in the male grooming product category. Gillette controls 64 manufacturing facilities in 27 countries. Its products are sold in more than 200 countries and territories, and more than 60 percent of sales occurring outside the United States. In May 2016, the brand value worldwide amounted to US$20.2 billion[1]. Gillette owns about 15 different types of razor that range from €7 to €15. On average, Gillette is more expensive than its competitors, since it position itself as a high quality brand.

1.2 Market overview

Male wet shaving market

The global wet shaving market is expected to reach US$ 31.4 billion in 2020, growing at a CARG close to 8% (Technavio, 2016). In 2015, the blades and razor segment accounted for

[1] http://www.forbes.com/companies/gillette/

38% of the market value of the wet shaving market. This segment is expected to grow at a fast pace and will continue to lead the market (Technavio, 2016).

However, data collected by P&G, showed an opposite trend: the wet shaving market in Germany is slightly decreasing since 2013. In Germany, there are two main players Gillette, which is the market leader, and Wilkinson. The rest of the market is controlled by private labels (P&G data). On the other hand, Wilkinson is the market leader of disposable razors, which are less expensive than normal razors (P&G data). In Germany, only 40% of men shave their face using wet shavers, as razors and blades[2]. This means that the remaining 60% of the population do not shave or trim their beard using electric shavers. Thus, wet shaving market has still huge potential to grow within Germany in the future.

1.3 Current client situation

As stated above, Gillette is the market leader in Germany in the razor and blades category. It has always positioned itself as an innovative, high quality and sportive brand. Their message is to make man's life easier.[3] The company base their success in a strong and innovative R&D department as well as strong investments in marketing activities. In general, razors and blades is considered a low involvement category and consumers are highly price sensitive. The combined market share of private labels in Germany increased steadily in the last three years (P&G data). This is supposed to be due to lower prices and higher promotions with respect to Gillette. Moreover, globally, subscription based start-ups as "Dollar Shave Club" are growing their market share because of their simplicity and convenience. For this reason, Gillette Shave Club, the new subscription model launched by Gillette in 2015, have huge market potential in the near future.

[2] http://de.statista.com/statistik/daten/studie/181261/umfrage/beliebteste-rasiermittel-bei-maennern/
[3] http://gillette.com/en-us/gillette-beliefs

1.4 The Business Project challenge

The business project focused on the development of marketing and sales strategies for Gillette to grow penetration in the male razors and blades category in 2030. The Business Project presented three main challenges:

1. Data Analysis: Understand how consumer behaviour would change in general the future, how wet shaving would be perceived in 2030, and how retail channels would evolve to adapt to shopper preferences.
2. Develop Strategy: Recommend how P&G should adapt to the changing market environment to grow Gillette market penetration in Germany in the future.
3. Innovation: Develop marketing and sales activities to implement the new recommended strategy.

2. Reflection of the work done and individual contribution

2.1 Problem definition

As previously mentioned, Gillette is the market leader in the wet shaving market in Germany. The main challenges faced by this project are how to maintain a leadership position in a declining market and how to grow penetration in the next 14 years. Razor and blades is a low involvement category, people purchase them only when they need it. Moreover, among young generations, shaving is considered less popular due to the "beard trend". During the last few years, growing a beard became socially acceptable even in most of working environments.

The majority of men use blades longer than they are supposed to and they forget to repurchase new ones. They think about the category only in the occasion of shaving. However, the shaving habits among German men are strongly age dependent. The youngest shave less regularly, they are trend focused and change their beard and hairstyles quite often. The majority of the young generation shaves for important events or for job interviews. They care about their appearance and aim at having a fresh look. On the other hand, as the consumer becomes older, his shaving habits are less trend dependent and change less often.

2.2 Methodology

2.2.1. Hypothesis

The main hypothesis of the business project is to test if there will be a profitable market for Gillette in 2030 in male razors and blades category. This general hypothesis can be divided in subgroups. According to the problems defined, there are different sub-hypothesis to be tested to explain how Gillette should react to the decrease of wet shavers. First, the trend of growing the beard is strong among the young generation. This is correlated to the fact that having a beard is socially acceptable and considered normal even in the working environment (Bloomberg, 2013). Moreover, shaving regularly is considered expensive, so young people shave less frequently.

A second hypothesis is that consumers perceives shaving as a low involvement category and they use blades longer that they should, because they forget to repurchase new ones. People recognize the need to buy new blades only in the moment of shaving.

The third hypothesis is that shaving depend on age, lifestyle and personality. People that have higher disposable income and care about their appearance are interest in the shaving category and are willing to purchase high quality razors.

2.2.2. Methodology

In order to test the above-mentioned hypothesis, three main steps were applied. First, data provided by P&G related to sales information of 2013 and 2015 were analysed and compared. Secondly, qualitative interviews were conducted to gain insights on consumer behaviours. Thirdly, future trend were analysed to develop applicable sales and marketing strategies for Gillette in 2030.

To gain insights about consumers, shoppers and user data provided by P&G where analysed. Different retail formats were studied in terms of market share to understand where consumers prefer to shop. Shoppers were also compared based on demographical variables as gender and age to learn their preferences and their interest in the category. Furthermore, Gillette was compared with competitors in terms of market shares, value share and volume share to have a better understand the competitive landscape. Finally, data from 2013 and from 2015 were compared to identify significant changes in terms of sales and market shares in the shaving category over that time span.

On a second stage, qualitative interviews were conducted to gain more insights on consumer behaviour. Shoppers and users were asked to share their experiences through semi-structured interviews. A predefined set of question guided the interviews to gain insight about shaving behaviour, brand awareness and purchasing habits.

The trend analysis was conducted through a three-step funnel approach. First, relevant and upcoming mega trends were analysed. On a second stage, related consumer behaviour trends were highlighted. Finally, specific retail and FMCG trends relevant for Gillette were defined. Mega trends are "global, sustained and macroeconomic forces of development that impact business, economy, society, cultures and personal lives, thereby defining our future world and its increasing pace of change" (Singh, 2012). Thereby, trends analysis allows understanding which factors will influence society, and more specifically consumer behaviour, in the future. Consumer behaviour is defined as the "processes involved when individuals or groups select, purchase, use, or dispose of products, services, ideas, or experiences to satisfy needs and desires" (Solomon et al, 2006). Four consumer behaviour trends were obtained from the mega trends previously identified. From these trends, possible impacts on retail industries and the FMCG sector were analysed to develop suggestions for how companies could adapt to the expected changes. The report focused on trends that are most applicable for Gillette.

Having data driven insights about the market situation of Gillette and the knowledge about the major consumer trends expected to influence the market, innovative sales and marketing strategies applicable for 2030 were developed.

2.2.3 Analysis

- Data Analysis

There are two main players in the wet shaving market in Germany, Gillette and Wilkinson. The market leader is Gillette, with a market share of 58.3%, followed by Wilkinson with a market share of almost 17.7%. The rest of the market is controlled by private labels with a combined market share of 24%. According to P&G data, Wilkinson is the market leader of disposable razors, which are less expensive than normal razors.

The main channel that Gillette and its competitors use to sell razor and blades is through retailers, especially drugstores, supermarket and discounters. Drugstores are responsible for more than half of all sales of the category. The main influencing drugstores in Germany are Dm, Rossmann and Müller, with a market share of 28%, 21.3% and 6% respectively.

The overall spending in the category is higher in drugstore than in supermarkets and discounters, 28% higher than the national spending. Moreover, shopper loyalty is relevant in drugstore while in supermarket and discounter male blades and razors are only purchased irregularly and by chance. Those findings may be surprising on an international comparison but are quite typical for the German market. Whereas in other countries shoppers buys personal care products in supermarkets or pharmacies, Germany has its own dedicated retail format. When shoppers need of personal care products, drugstores are their preferred store format.

Female shoppers account for the 60% of the purchasing of male blades and razors. Surprising, in the majority of cases the shopper is not the final user. Women spending on the category is lower than male shoppers, because they are less interest in male razors and blades. Moreover, male shoppers have a high average spending on the category, because they are more interest on high-quality razors.

Another important fact is that shopping habits and preferences are very age dependant. Young consumers, aged below 35 years old, are interested in appearance and quality brands, but they have the lowest disposable income. Thus, their spending on razors is little and they account for the lowest sale share of the category. On the other hand, shoppers aged between 35 and 49 years old, value more quality brands and care about their appearance. They have the highest total spending in the category, due to a higher disposable income and a higher interest in razors. As the consumers become older, their interest in appearance and quality brands decreases and they become more price sensitive. Thus, their interest in shaving category decreases and they are more willing to switch to private labels products.

Shoppers' spending on Gillette razors and blades on average are €27.18 per year, while only €9.16 per year on Wilkinson products. Private label average spending are little as well. Almost half of the razors sold are from private labels, one third are from Gillette and only the 16% are from Wilkinson. On the other hand, the value share of Gillette's razors is considerable higher than the shares of its competitors. This is due to a higher price of Gillette than its competitors. Moreover, blades account for a much larger revenue share than razors. It is also noteworthy that the sales volume of blades and razors for Gillette and private labels is negatively correlated. This leads to the assumption that marketing activities are effective and influence sales.

<u>Qualitative data</u>

Men usage of quality brand of beauty care products is increasing, because they care more about their appearance. On the other hand, razors and blades are perceived as a low involvement category. Blades and razors are not a top of mind category, especially when it comes to repurchase blades. The majority of men use blades longer than they are supposed to and they forget to repurchase new ones. They think about the category only in the occasion of shaving.

However, the shaving habits among German men are strongly age dependent. The youngest shave less regularly, they are trend focused and change their beard and hair styles quite often. The majority of the young generation shaves for important events or for job interviews. They care about their appearance and aim at having a fresh look. On the other hand, as the consumer becomes older, his shaving habits are less trend dependent and change less often. They either shave regularly or do not shave at all. Insights also confirmed that female shoppers often are in charge of repurchasing the blades for their husbands, but not for purchasing the razors. However, they find it difficult to recognize and purchase the right blades when they are in-store.

Trend Analysis

Digitalization, Globalization, Urbanization and Sharing Economy were identified as mega trends, thus global forces that affect society, cultures and personal lives, defining the future world (Singh, 2012). Digitalization will lead large-scale transformations across all aspect of future everyday life and will provide considerable opportunities for businesses (World Economic Forum, 2016). Digitalization is making smart devices more connected to daily life (Singh, 2012).

Globalization has four basic aspects, including trade and transactions, capital movements and investment, migration and movement of people, and the spreading of knowledge (IMF 2000). Thanks to globalization, the exchange of resource and intelligence internationally is faster and easier, and information is sweeping across the earth (Stulz, 2007).

Urbanization is correlated with the exponential growth of urban population and increase of megacities. Urban population will raise to almost five billion in 2030 compared to less than two billion in 2014 (UN, 2015). Moreover, the number of megacities (over 10 million inhabitants) has nearly tripled since 1990. For 2030, this number is expected to be four times higher (UN, 2015). Thus, in the future, the increase of natural resource prices and the environmental issues related to urbanization would create different challenges (Larson, 2002).

Sharing economy refers to people's collaborative consumption, renting, trading, and swapping to get the same pleasures of ownership but with reduced personal cost and burden (Rogers & Botsman, 2010).

To better understand the shopper of tomorrow, more specific consumer behaviour trends need to be identified. The consumers of tomorrow are primarily looking for or characterized by the following four trends: convenience, enhanced experiences, personalization and digitalization. On one side, the consumers of tomorrow have limited time, value convenience and seeks efficiency. They want immediate gratification by demanding their desired product whenever and wherever (Zandstra et al., 2013). This convenience trend is especially related to the purchase of low engagement products, which FMCG products in general are. FMCG companies can adapt to this trend offering fast and easy way to repurchase products using automated buying solutions. E-commerce and mobile commerce are other solutions that FMCG and retailer can use to increase the convenience of the purchase.

On the other side, consumers of the future seeks for an exciting and fun shopping experience. They appreciate interaction and want to be treated special (Maity and Duss, 2014). The most effective strategies that FMCG and retailers can use to give shopper an enhanced shopping experience are pop-up stores in public places, strong consumer service and event in-store.

Customized products and personalized messages that suit consumer's individual needs represent the future personalization trend (Deloitte, 2015). New technologies in terms of manufacturing and big data analysis enable companies to respond to new demands emerging from fragmented preferences and tastes. Such responses can be tailored marketing and offers based on past purchasing history.

Finally, the consumer of the future will be constantly connected through wearables, smartphones or other connected devices (PwC, 2014). Retail and FMCG can adapt to this development by developing connected products, contributing to the Internet of Things.

Connected products can for example signal when they need to be replenished and then automatically place a new order for home delivery. Retail and FMCG can also take advantage of the new possibilities that digitalization offers by analysing big data. The data can be used to better understand consumers' preferences and behaviour and target them with tailored offerings.

2.3 Recommendations to the company

After analysing data and trends, a new segmentation of four different shopper profiles was developed. Both demographical and behavioural characteristics of shopper were analysed. This because a combination of demographic segmentation combined with behavioural segmentation offers the most accurate segmenting approach. One reason is that marketers would benefit from the combination by creating a target group based on product usage and frequency (demographical segmentation) and on brand preference among consumers (behavioural segmentation) (Wells et al., 2010).

The first three segments can be seen as the life path a wet shaver may follow throughout his shaving life. It starts where shaving just becomes relevant and ends at the stage in which shaving has become a routine. The fourth segment describes the female shoppers of male razor and blades, since they are responsible for 60% of sales in the category.

Mr. Young

Mr. Young is a student with a fairly low disposable income. He cares about his appearance but uses a basic razor and blade. He shaves occasionally and likes to have a short beard. Mr. Young can also be described as trend aware and is easily influenced by his peers. The main objectives for Gillette is to grow the consumer base and build brand awareness in this target group. In order to achieve the objectives, Gillette should communicate that it is fresh and professional to shave and that Gillette offers the best shaving experience and result. Young people are exposed to a large number of different marketing messages on a daily base; therefore, it is suggested to reach Mr. Young by building a rather personal connection to him. A suitable marketing channel to reach and impact Mr. Young and his peers is through event marketing. “Let’s get professional” is the marketing event proposed to P&G to target students in the 20 largest universities of Germany. Students will be offered the possibility to get a professional picture taken to use on their CV or LinkedIn profile. In order to get a full brand experience and a professional look before the photoshoot they can be shaved by a barber or shave themselves using the latest Gillette razor model. To include even female students in the event, Gillette can collaborate with a P&G brand selling hair care or makeup products. After being groomed, participating students will get a free giveaway, as the razor they used. They can continue using it at home and get accustomed to the product. Following the photoshoot students will need to give P&G their full name and email address to receive a Facebook link to download their picture. This will benefit Gillette since it enables them to continue communicating with the consumers and to create a buzz on social media about the event. Gillette should follow up with participants after about one month with a digital discount coupon to purchase new blades.

Reach, conversion and revenues are the three main key performance indicators to monitor the “Let’s get professional campaign”. Gillette would be able to reach mainly three different groups, the participants, the by-passers and the social media users. The 20 universities identified combined have 692,000 enrolled students (Appendix 1). Considering that 52% of all the bachelor and master students in Germany are men, the potential reach for Gillette is 360,000 male students. However, not all students are present in campus every day or would be interest in the event, thus a realistic number of male passers-by is estimated to be 126,000 (Appendix 1). To find the number of participant, the maximum capacity of students being photographed per day was calculated. Consequently, 420 students per university per day are expected to participate to the event (Appendix 1). Assuming an equal participation between male and female students, Gillette will count on 210 students per university per day. Finally, the total social media reach will be 441,000 people assuming that 70% of the male participants share the picture on social media. However, not all students reached would be converted to new Gillette consumers. Thus, the number of new consumers are based on the conversion rate for the three groups: participants (25%), by-passers (5%) and social media friends (0,05%). In total, the campaign is estimated to result in 7,600 new Gillette consumers and to benefit P&G by an increased revenue for the first year of €133,000 (Appendix 1). Moreover, P&G would benefit from innovative emotional branding campaign creating a positive connection with the brand (Malar et al., 2011). The campaign can also strengthen the connection between being clean shaved and feeling professional. Thus, it will serve as a way of promoting shaving among youth, with the objective of increasing the consumer base.

Mr. Upgrade

Mr. Upgrade is a young professional experiencing several changes in his life. During those changes, he cares about his appearance and value quality more than earlier. He shaves regularly, but he still uses a simple and low value razors. Gillette's objective is to convince him to switch from a basic to a high value razor and blades. Brands that understand the relation between life-changing events and changing purchasing preferences and are able to quickly react to it, are in a better position to grow their consumer base (Moschis, 2007). There are several major events during Mr. Upgrade's life that are related to the importance of appearance, willingness to try new products or valuing higher quality. Those moments can for example be when Mr. Upgrade gets a new job, becomes single, moves to a new city, starts a new degree, marries, becomes a father or advances in his career. Starting with sources indicating a higher disposable income, the first data source is loyalty cards. , Gillette should buy purchasing data from loyalty cards owners (e.g. Payback) to identify and target users that have recently increased their average in-store purchase expenditures in appearance related product categories. The next source of applicable information is credit and debit cards. Even though cash payment remains the most preferred transaction method among Germans, the usage payment cards increased steadily in Germany during the last year (Euromonitor, 2015). They own valuable sources of data because they can provide access to credit card holders based on what and where they actually purchase. The final source indicating increased disposable income is online retailers (e.g. Amazon). Gillette should collaborate with Amazon to target those people that recently have started to buy higher quality products and increased their average spending on other categories, such as clothing, beauty care and leisure activities.

Personal life changes can be discovered analysing social media data (e.g. Facebook) and data from other online platforms as LinkedIn. In these platforms, users often update and share their personal and professional information, thus Gillette should analyse them to understand who is in a transition phase and target them.

After identifying potential Mr. Upgraders and their current life changes, Gillette needs to create engaging marketing content for each defined moment. Thus, Gillette should provide relevant suggestion on how to deal with each particular situation through tailored marketing campaigns and highlight the importance of shaving with high quality razors in that particular moment.

Finally, to close the deal, Gillette can use different tools to target potential upgraders when they are in-store, to remind them about the new razor in the precise moment when they can purchase one. Currently, Gillette could use mainly two tools: Facebook geolocation and in-store Wi-Fi beacons. One major advantage of Facebook's geolocation system is that the consumer does not need to download any other app, since he gets the message as a regular Facebook notification. Instead, beacons are small devices that enable an accurate location of a Wi-Fi device. They transmit small amounts of data up to 50 meters via Wi-Fi. In this case, the user would directly receive a push notification to his smartphone from the in-store beacon. Big data analysis enable companies to identify and target a specific shopper segment with relevant messages. By also applying cross-data analysis of credit card information and mobile sales notifications, Gillette can maintain a long-term relationship and remind regular customers when they need to repurchase blades.

The main key performance indicators in creating tailored offers to Mr. Upgrade using Facebook and LinkedIn are reach, click-through-rate (CTR), conversion rate and revenues.

In Germany, 6.3 million of Facebook users (Statista, 2016c) and 1.7 million of LinkedIn users (Patterson, 2015) are men aged between 25 and 55 years old. Assuming that on average every user experiences one life-changing event every three years, Gillette would be able to identify and target 2.67 million Mr. Upgrades per year (Appendix 2). Analysing market average CTR on social media and estimating an improvement in CTR due to an accurate behavioural targeting (Facebook, 2016), Gillette could count on 73,000 potential upgraders. To consider this campaign a success, the targeted online conversion rate should be at least the 5% of the potential upgraders online. Via in-store reminders, Gillette should be able to convert 30% of the potential upgraders (Mittal, 2016). Through this campaign, Gillette can be expected to get 25,000 new consumers and to gain an additional revenue of €593,000 by upgrading current and new consumers (Appendix 2). P&G would benefit from this campaign by reducing its consumer acquisition cost, improving their conversion rate and increasing spending per consumer.

Mr. Convenience

Mr. Convenient is a man of habits; he lives a stable life with his family and has a fixed job. He values convenience and efficiency highly. He shaves regularly, but is not engaged in the category. He is a loyal Gillette consumer, but does not change blades as often as he should since he easily forgets to buy them. The overall objective for this target group is therefore to increase the frequency with which Mr. Convenient is repurchasing his blades. A way to make shopping easier for Mr. Convenient is to enable him to do it during occasions when he is not doing something else valuable. For many people such a period is the daily time spent commuting to and from the workplace (Statistisches Bundesamt, 2016). Therefore, Mr. Convenient would be interested in any tool that makes him able to use this "wasted" travel time in a useful way. One such tool are virtual shelves. They look like actual shelves in store to give the user gets the impression that he is in a brick-and-mortar store. The display itself is a simple poster that is placed in bus or tram stops where people usually wait and have spare time to look at the displays. People can then scan the products on the poster with their smartphone and add them to an online shopping cart. Since one display cannot show all possible products, the shopper can continue shopping in the online store while he is in the bus or train that he is waiting for. In this way, virtual shelves serve as a hook to guide shoppers to the online store. Since the shopping can be continued on the online store, the risk for terminating the process due to an arriving train or bus arrives is minimized. A retailer should own the poster, so that the shopper could benefit by purchasing his entire shopping list from the virtual shelf. P&G's key account managers will need to negotiate with the retailer to have a specific Gillette razor or blades on the poster, since only one product per category should be displayed. In addition, negotiations would happen more often since the selected products displayed on the poster can be changed more often than in-store.

Reach, conversion and revenues are the three main KPIs that would determine the effectiveness of the virtual shelfs. First, 31% of Germans that live in cities commute to work by public transportation (Statistisches Bundesamt, 2016, p. 346). This leads to a potential reach of 15 million people. A conversion rate of 5% can be defined as a realistic target for such a shopping tool (Statistisches Bundesamt, 2016, p. 346). Reaching this goal means having 750,000 unique users on a first time basis. Estimating that about 20% would not terminate the virtual shelves can create 600,000 unique users per year (Appendix 3). Assuming that about 40% are wet shavers and out of those 60% are Gillett users, 150,000 users would be Gillette shoppers. However, the cannibalization created by moving the shopper from purchasing razor in-store to the virtual shelfs must be considered. Thus, virtual shelfs would benefit P&G by increasing the purchase frequency of blades. Currently consumers are purchasing the category 2.2 times a year, but virtual shelves are estimated to increase this rate to 3 times a year. The additional 0.8 times of razor and blade shopping per user would lead to an additional revenue of €1.7 million per year for P&G (Appendix 3). Moreover, P&G would benefit from virtual shelf by creating a seamless omni-channel experience by being a hook from the offline world to online and increase brand awareness.

Mrs. Lady

Mrs. Lady is a working mother who is in charge of the everyday purchases for the family. Her husband shaves regularly and she repurchases the blades for him on her shopping trips. Mrs. Lady does not take the decisions on which razor model to purchase and is not so interested in the category. Nevertheless, they are a very important target group since they influence the repurchase frequency. Gillette's objective for this target group should therefore be to make Mrs. Lady increase the repurchase frequency. To reach this goal, Gillette should create channels that facilitate blade repurchase. Therefore, the core strategy for Mrs. Lady is to launch "My Family Box". My Family Box is a home delivery box that includes P&G products based on consumers' choices for their daily use. The box should be ordered online and be delivered as a subscription service. Subscribers can select products and get the box delivered at their preferred frequency. The price of My Family Box depends on the products it contains, which depends on the number of family member and product usage. My Family Box online platform itself should be managed by P&G. However, the consumer interface of the website should not be associated with P&G, but should have its own brand image. Starting from the second purchase, the auto-selection function adds the previously ordered products. On the other hand, if the household has not repurchased any blades for a certain time, the system will reinforce the necessity during the selection process to suggest users to repurchase new blades. However, consumers need to agree to all changes before the order is placed. My Family Box can also be used to generate additional sales for P&G. First, subscribers are offered opportunities to upgrade their regularly purchased items to the latest version. Second, it can be used as a marketing channel for P&G to promote newly launched products by sending subscribers tailored promotion offers through sampling. To market My Family Box, P&G should target potential users through three channels. The first one is to create a partnership with other home delivery providers based on subscription model as HelloFresh. The two companies are not direct competitors since they deliver different types of goods, but they could leverage each other due to similar consumer groups. Thus they could do joint marketing both online and offline, e.g. on the websites and with promotional card in the boxes. The second channel is to position relevant ads on online shopping platforms. The last channel is offline shops. P&G should convince offline shoppers to try My Family Box, through in-store stand displaying sample boxes and a promoter informing potential consumers about the service.

To estimate the potential benefits that My Family Box would bring to P&G, a set of KPIs were established. The campaign can reach roughly 9.7 million potential users (Appendix 4). This number have been estimated considering that that 59% of German women live with a partner (Destatis, 2014) and 71% of all German women work (Statista, 2016e), resulting in 17 million potential consumers. Out of these 17 million, 56% have shopped online at least once (Statista, 2016f). In addition, P&G's aim should be to reach a conversion rate of 5%, which would correspond to approximately 485,000 active subscribers in Germany for the My Family Box. Estimating a purchasing frequency of 6.5 times a year (every two months), and a price of €50 (Appendix 5), the annual revenues would be €157 million. However, the wet shavers are only 40% and Gillette market share is 60%. Thus, only 116,000 users would be relevant for Gillette. Estimating an increase in purchase frequency to 3 times a year and an average spending of €15, Gillette is expected to increase its revenues by €1.4 million thanks to My Family Box (Appendix 4).

2.4 Concerns (shortcomings, implementation problems expected)

Some of the strategies above mentioned, like the CV picture tour, can be implemented already today or in the near future. Others rely more on the development of big data analysis and changing consumer behaviour in the future, such as increased willingness to shop online. P&G needs to keep Mr. Young, Mr. Upgrade, Mr. Convenient and Mrs. Lady in mind and be ready to act when technology development would allow for the implementation of the mentioned strategies. Today, German consumers are highly concern about privacy issues, thus they are not willing to share their personal shopping data[4]. In the future, sharing of consumer data is expected to be easier and less expensive, since consumers search for an increased customized and personalized shopping experience. On the other hand, if the trend through privacy concern would grow in the future and thus acquiring consumers' data would become more expensive and problematic, Gillette should develop an innovative and new way to collect data by itself rather than relying on external providers.

2.5 Individual contribution

The topic of the business project itself required our group to be creative and innovative. Thus, the creation of the strategies described above required long discussions, sharing of ideas and co-working. This to say that the main part of the business project was developed together since we all challenged, modified and question each other's ideas, until we all agreed with the outcome of each particular strategy. On the other hand, each of us had different responsibilities. In my case, I analysed the data provided by P&G, collected by the loyalty card company PayBack. This was to understand the competitive landscape and the shopper behaviour in terms of retailers, age and brand preferences. The data provided were from 2013 and 2015 to spot trends and changes during that time span. First, using Excel, I compared data from different retailer formats to understand consumer preferences and average annual expenditure. Then, I

[4] http://onlinelibrary.wiley.com/doi/10.1111/jcc4.12052/full

analysed the competitive landscape, comparing value and volume share of both razors and blades of Gillette, Wilkinson and private labels. Finally, I compared the different target group of Gillette based on age and gender to spot difference in price sensitiveness, brand preference and attitude toward beauty care products.

After analysing data, I created the face-to-face depth interview guidelines that were used to collect qualitative data (Appendix 6). The interviews were semi-structured, since none of the member of the team was expert in interview people, we needed defined guidelines to be sure to cover all the topics needed. The question ranged from shaving behaviour to brand awareness and purchasing habits, both online and offline. Before the interview, I created some filter questions in order to group respondents based on their gender, shaving preferences, razors or trimmers, and their brand usage, Gillette or competitors.

Finally, based on the results of the analysis of data, trends and interviews we created together the segmentation, the characteristics of each persona and the objective of each marketing strategy. Personally, I developed different possible strategies to target Mr. Upgrade. Together with the rest of the group and Gillette, we decide to proceed with tailored offering and big data analysis to better reach Mr. Upgrade. For this reason, I had to analyse all the current technologies, possibilities and privacy issues related to collecting data. The first paper that I read was “Big Data in Big Companies” from the International Institute for Analytics related to how 20 large organization worldwide collected and used data to improve consumer experience. Then, I analysed different papers regarding the importance of creating personalized messages to consumer and which tools to use to target them efficiently. For example, “How Alibaba uses consumer data models to drive offline conversions” written by Warc, gave me important insights on how to create an omni-channel experience for shoppers. Later on, according to different researches and studies, I estimated how big data analysis and collection would be in the future. Combining all these data, I developed the strategy for Mr. Upgrade (Chapter 2.3).

3. Academic discussion

3.1 Possible links with your MSc field

Management fields can be linked with the project previously described. More specifically, the main challenge of the business project, to develop sales and marketing strategies, is connected with different areas of marketing, the major of my master degree. However, marketing is a broad topic that includes different sub-disciplines, as brand management, online and offline marketing, marketing research, integrated marketing communication and consumer behaviour. Another topic of the business project was the importance of developing a strategy to establish a favourable position in the future (Eden and Ackermann, 2004). In order to do so, a company needs to develop long-term objectives, understand the competitive environment as well as consumers' behaviour, and consider internal organizational resources (Eden and Ackermann, 2004). The first step to develop a long-term marketing plan is to get accurate and specific information about consumers' needs and preferences. Thus, marketing research is a crucial step influencing the future success of a strategy. The development of customer-driven strategies requires companies first to identify what their customers want. Evidence from several studies suggests that consumers' preferences are unstable and easy influenced by a variety of factors (Simonson, 1993). However, consumers demand more variety and are willing to pay more for customized products (Deloitte, 2015). New technologies in terms of manufacturing and big data analysis enable companies to respond to new demands emerging from fragmented preferences and tastes. For this reason, data collection, analysis and an accurate segmentation are key activities for every business.

3.2 Relevant theories and empirical studies

Marketing research is the function that links the consumer, customer, and public to the marketer through information to identify and define marketing opportunities and problems. It generates, refines, and evaluates marketing actions. It monitors marketing performance and improves the understanding of marketing as a process (AMA, 2004).[5]

Market segmentation is a part of marketing research that was developed in 1956 by Wendell Smith as a tool that marketers used to better meet consumer's needs. In his article, he stated that segmentation is "based upon developments on the demand side of the market and represents a rational and more precise adjustment of product and marketing effort to consumer or user requirements" (Smith, 1956). Market segmentation is used to divide the total heterogeneous market into smaller homogeneous target groups of consumers based on their similarities (McDonald, 2004). Independent on the segmentation criteria, all segments need to be measurable, accessible and stable over a certain time. Marketers need to act on them and in an economical and efficient way (Kotler, 2011, p. 353). Marketers can build their consumer segmentation based on three approaches (Wells and al., 2010). The first approach is to segment consumers based on demographic, for example age, gender, nationality, religion, and geographic location. Another segmentation method is based on common psychographic variables and lifestyle of consumers. The last segmentation method, known as behavioural segmentation, is focused on the need and benefit requested by consumers (Wells and al., 2010). Demographic segmentation is the most used among marketers, because it is easy to apply, is scalable to different products and is measurable. (Beane et al. 1987). Moreover, demographic could be used to predict product category use and frequency (Fennell et al., 2003). However, this segmentation approach alone is not enough to explain the differences on consumers' product and brands preferences (Wells and al., 2010). For example, there are no evident relation between consumers' brand preferences and age, thus age segmentation alone is not enough (Uncles at al., 2006). On the other hand, there is a connection between some socio-economic variables, price sensitivity and brand preferences of consumers (Murphy, 1978).

[5] https://www.ama.org/AboutAMA/Pages/Definition-of-Marketing.aspx

Behavioural segmentation is based on the Behavioural Prospective Model (BPM) that highlight two main factors influencing consumer choices. On one side, there is the more practical aspect defined as utilitarian reinforcement; the material benefits derived by owning and using the product or service. On the other side, the second factor known as informational reinforcement is driven by socially acceptance and depends on the reaction of other people (Foxall, 1990). Therefore, the social aspect define the different perceptions and preferences of brands among consumers (Wells and al., 2010). Both utilitarian reinforcement and informational reinforcement influences consumer behaviour (Foxall, 1990). For example, the utilitarian reinforcement of using a car is the capacity to move from one point to another, to protect travellers from bad weather conditions and to travel fast and comfortable. On the other hand, the informational reinforcement of using a car is the benefit to own a premium and social accepted brand, as Ferrari or Porsche, rather than a low socially accepted brand as Fiat or Skoda. Simcock et al. (2006) argue that a combination of demographic segmentation combined with behavioural segmentation offers the most accurate segmenting approach. One reason is that marketers would benefit from the combination by creating a target group based on product usage and frequency (demographical segmentation) and on brand preference among consumers (behavioural segmentation) (Wells et al., 2010).

Segmentation strategies are useful to search for new product opportunities or to create personalized and more accurate advertising messages (Beane and Ennis 1987). Overall, segmentation strategies can provide a closer matching with consumers, meeting their needs that would create higher profit for the firm (Sharp et al., 1998).

3.3 Implications for theory and future research

The limits of these researches is that they do not considered other possible combination of variables that could influence consumer segmentation. Moreover, market segments are not real entities naturally occurring in the market place, but groupings created by managers on their personal perception of the market (Wedel and Kamakura, 2002). Future researches could better explain how useful would these type of segmentation be for marketer. Surely, creating a segmentation is useful for a company, since product differentiation and advertising reduce price sensitiveness of consumers since it better serves their different needs (Tellis, 1988). It is still not clear if there is a combination of segmentation that is applicable to every business. In the literature, there is dominance of demographic and psychographic factors to explain segmentation. However, there are different variables influencing consumers' purchase preferences as price, trends, and market conditions. Thus, research on the link between those variables and the different segmentations would add value to the literature (Sulekha, 2011).

Additionally, future studies should focus on the long-run competitive advantage of the segmentation approach. Competitors can easily apply the same approach and create a segmentation that is based both on demographic and behavioural variables. Future studies should test the real durability and the effectiveness for a company to create a complex segmentation system.

4. Personal Reflection

4.1 Personal experience

i. Key strengths & weaknesses observable during the project

The strength of this project relies on the team spirit and the teamwork. Since the beginning, our team was stable and we got along very well. The team was composed by three girls coming from Sweden, Germany and China respectively and me. We mutually complemented each other and we challenged every idea or findings in a respectful and constructive way.

I would say that coming from different cultures was very useful to be creative and challenge each other ideas. This because we had different experiences and knowledge of FMCG markets in our own Countries. To be honest it is not easy to find relevant weaknesses, but we had only minor problems common to the majority of group works. For example, at the beginning, all of us were a little stubborn and we defended our points of view and ideas from the critiques of the other members. For this reason, at the beginning we were not extremely productive, since we spent the most part of meetings discussing. However, the discussion phase was very useful for the development of creative and applicable suggestion to P&G.

ii. Plan to develop of your areas of improvement

This project gave me the opportunity to identify two main area of personal improvements that I should focus on. First, I need to focus more on details. At the beginning of a project, I tend to look more at the general picture of how to reach the final goal. I prefer to know first how to reach the goal and then be more specific and look into details. However, sometimes it is important to focus on details from the right beginning, as when there is time pressure to deliver a project.Working on tight time schedule and better planning my work will help me to improve my weakness above mentioned.

Secondly, I need to be more diplomatic, and accept strong personalities and opinions that are different from mine. When I am confident with my ideas, it is hard for me to accept different points of view. However, this happen only when I have some expertise or previous experience to support my opinions. Working with people from other cultures and different from me will help me to improve my weaknesses and will improve my set of soft skills.

4.2 Benefit of hindsight: What added most value? What should have been done differently?

I believe that the challenge of the project itself was one of the strongest added value. It forced our team to think creatively, to challenge each other ideas and to question your own idea. The team spirit that this challenge created was positive and enjoyable. I believe that our team spirit can be summarized by a quote from Phil Jackson, “The strength of the team is each individual member. The strength of each member is the team”. We were able to focus and discuss during meetings and have a lough or joke during breaks. We found a great balance inside the team and learn very quickly how to create an environment to force creativity and still be productive.

Finally, I consider this project a positive personal achievement, since some of our suggestion will be applied in the near future. For example, the “Let’s get professional” campaign to target Mr. Young, will be tested November in some universities in Frankfurt.

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6. Appendix

Appendix 1 : KPIs Mr. Young

Campaign reach:		
Target universities:	20	
Overall number of students:		692,000
Male students:	52%	359,840
Potential reach		**359,840**
Male students on campus:	70%	251,888
Passing by event:	50%	125,944
Realistic campus reach:		**125,944**
Participation capacity:		
Photographer working time (minutes):	420	
Number of photographers:	2	
Time slot / student (min):	2	
Male / female ratio:	50%	
Male participants:		**4,200**
Social media reach		
Number of participants sharing the picture	70%	2,940
Average number of fb friends	300	
Average number of fb friends seeing a post	50%	150
Total social media reach		**441,000**
New consumers:		
Convinced passers-by:	5%	6,297
Convinced participants:	25%	1,050
Convinced social media users	0.05%	221
New customers:		**7,568**
Additional revneue through new customers:		
Revenue spend on razors / blades / per purchase:	€8	
Purchase frequency:	2.2	
Number of new customers:		7,568
Additional revenue:		**133,192**

Appendix 2 : KPIs Mr. Upgrade

Reach:			
Platform user:		22,000,000	6,000,000
Males users:	50%	11,000,000	3,000,000
Aged 25 - 55:	57%	6,270,000	1,710,000
State of change:	33%	2,090,000	570,000
Reach:		**2,090,000**	**570,000**
Engagement:			
CTR on tailored offer:	0.8%	16,720	2,850
Increased awareness:	2%	41,800	11,400
Leads:		**58,520**	**14,250**
Upgraders:			
Online customers:	5%	2,926	712
In-store customers:	30%	17,556	4,275
New customers:		**20,482**	**4,987**
Revenues through upgrading new consumers:			
New Gillwtte users:	41%	8,398	2,045
Revenue spend on new razor:	€15		
Purchase frequency	2.2		
Number of new customers:		8,398	2,045
Additional revenue:		**€277,121**	**€67,481**
Additional revnenue through upgrading old customers:			
Former Gilltte users:	59%	12,084	2,943
Increased spending:	€7.5		
Purchase frequency:	2.2		
Number of upgraded Gillette customers:		12,084	2,943
Additional revenue:		**€199,392**	**€48,553**
Total additional revenue:		**€476,514**	**€116,034**

Appendix 3 : KPIs Mr. Convenience

Exposure of virutal shelf:		
German population:		81,198,000
In cities with more than 20.000 inhabitants:	58%	47,094,840
People commuting with public transportation:	31%	14,599,400
Viewers of shelves/day:		**15,000,000**
Shelf Usage:		
Usage rate:	5%	
Unique scanners		750,000
Termination rate:	20%	
Unique users of virtual shelves:		**600,000**
Razor/ blade shopping:		
Relevant indivuduals (shavers):	40%	240,000
Gillette users:	60%	144,000
Revenue spend on razors / purchase:	€15	
Purchase frequency	3	
Revenue:		**€6,480,000**
Increase in customer value:		
Increase of purchase frequency:	0.8	
Revenue spend on razors/ blades/ per purchase:	€15	
Gillette users:		144,000
Additional revenue:		**1,728,000**

Appendix 4 : KPIs Mrs. Lady

Target group:		
Number of Germans:		81,198,000
Number of women:	51%	41,362,000
Number of women living with a partner:	59%	24,400,000
Employment rate of women:	71%	17,324,000
Number of online shoppers:	56%	9,701,440
Potential target group:		**9,701,440**
Usage:		
Subscribers:	5%	485,072
Users:		**485,072**
Revenue "My Family Box":		
Purchase frequency:	6.5	
Total boxes sold	3,152,968	
Box price revenue (EUR)	€50.00	
Revenue "My Family Box":		**€157,648,400**
Revenue razor & blades:		
Relevant indivuduals (shavers):	40%	194,029
Gillette users:	60%	116,417
Revenue spend on razors / purchase:	€15	
Purchase frequency	3	
Revenue razor & blades:		**5,238,778**
Increase in customer value:		
Increase of purchase frequency:	0.8	
Revenue spend on razors/ blades/ per purchase:	€15	
Box user who shave:	116,417	
Additional revenue:		**€1,397,007**

Appendix 5 : Pricing of My Family Box

Sample "My Family Box"				
	Hair care	**Face care**	**Body care**	**Hygiene**
For her	Herbal Essences shampoo and conditioner €4.18		Gillette Venus Blades €9.49	Always Binden Ultra Long Plus €1.99
For him	Wellaflex Men Gel Ultra Starker Halt. €2.48	Gillette Fusion blades € 18.95	Gillette Body Razor for Men €5.94	
Kitchen	Fairy ultra plus dish soap €1.35			
Landry room	Lenor softner € 1.99			
Total cost				**€ 46.37**
Delivery frequency				8 weeks

Appendix 6 : Interview Guidelines

Shaving Behavior

Could you tell me about your shaving habits?

- How often do you shave?
- What product and brand do you use? A razor / electric razor / trimmer/ do not shave
- Do you ever experience any issues with shaving?
- Are there some occasions you always shave for?

Could you describe your first shaving experience?

- When?
- How was it?
- Any difficulties?
- Who taught you?
- Who provided the first razor?

Brand awareness

- Which brands of razors and blades do you know?
- Why do you use the brand you use? How is it better than the alternative?
- What do you associate Gillette with?
- Can you recall any marketing campaign by Gillette?

Purchasing habits

Can you describe how and where you usually buy razors and blades?

- How often?
- Where?
- How much do you spend / month?
- Do you easily forget to buy new blades?
- Are you sensitiveness to in-store promotion?
- Are you brand loyal?
- Do you actively search for information before going to the store?
- What are your decision drivers? (color, number of blades, price, brand, promotion, disposable razors)
- Who buys the blades? You, your mother, wife or girlfriend?

Online shopping habits

- Have you ever bought products online? Why/why not? How often?
- Do you ever click on a banner and buy something?
- Do you ever use internet to inform yourself before purchasing FMCG goods?
- Which of the following influences you the most? Bloggers, product review sites, social media (Facebook, Twitter, Instagram etc.), commercials or peers?